

Social Fund for Development

**To Prepare and Deliver Multi-Stakeholder
Dissemination Workshop
(Final Report)**

May, 2016



Egypt
MAKARYCONSULTING



Preparation

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Team Leader: Dr. Samir Makary

Project Manager: Lamy Makary

REVISION	DATE	DESCRIPTION	PREPARED BY (AUTHOR)	REVIEWED BY
1	15/5/2016	Final Report	Liana Lotfy	Lamy Makary Samir Makary

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ABBREVIATIONS

AFDB	African Development Bank
IT	Information Technology
NGO	Non-governmental Organization
SFD	Social Fund for Development
SMEs	Small and Medium Enterprises

Final Report

1 THE CONFERENCE

The “Knowledge Sharing Conference for Cluster Development Stakeholders in Egypt” took place on Tuesday May 10th, 2016 at Nile Ritz-Carlton Cairo Hotel. The conference consisted of an opening session by SFD and AFDB top management, followed by three other sessions presenting different studies conducted by SFD, and a closing session for policy recommendations, as shown in the agenda attached as **Annex 1**.

There were around 154 participants (registration sheet attached as **Annex 2**) representing different institutions: governmental, public, private, international donors, and individual experts. These participants were all concerned with cluster development in Egypt from different aspects such as finance, training, statistics agencies, and export promotion.

In their introductory speeches, SFD Managing Director, Mrs. Soha Soliman, and AFDB Resident Representative, Mrs. Leila El-Mokaddem, highlighted the importance of clusters to Egypt and their impact on its economy, the different aspects to be considered in their development, and the importance of uniting different objectives and having a policy dialogue with the government through different means such as this conference. Furthermore, Head of Non-Financial Services Sector at SFD, Dr. Raafat Abbas, and AFDB Task Manager, Mrs. Gehane El-Sokkary, highlighted the challenges facing clusters and the importance and need for their development, and emphasized the importance of stakeholders’ cooperation under a national initiative for cluster development in Egypt. Initial feedback on the conference was positive and participants agreed on the importance of the results presented during the conference as well as their cooperation for the best interest of clusters. Selected photos from the conference are attached as **Annex 3**.

2 RECOMMENDATIONS

These policy recommendations were discussed in the conference, subsequent to the organic clusters mapping, cluster development best practices and diagnostic studies in carpet clusters, in order to foster development of a map and future cluster development in Egypt. Policy recommendations are classified by key issue.

2.1 ADVOCATE COMPETITIVENESS OF ORGANIC CLUSTERS IN EGYPT

Proposed activities:

1. Foster collaborative work between cluster members and encourage them to cooperate together in order to increase competitiveness and productivity and decrease cost. This could be achieved through the following for each cluster:
 - Common transportation systems;
 - Common procurement of raw materials in order to reduce their cost of production and gain access to higher quality of raw material.;
 - Common branding to help access more marketing channels and sell products locally and abroad.
2. Brand local produce to reflect authenticity and initiate awareness campaign to promote the clusters' products, as pride to the Egyptian manufacturing and culture.
3. Raise awareness about the importance of quality control for clusters' products and adopt a quality scheme to implement enhanced quality control measures and monitor their application.
4. Management bodies/ stakeholders should develop action plans for clusters in order to raise their market knowledge, an example for this is to provide them with indicative pricing schemes to adopt for their products. This would help cluster members focus on increasing their competitiveness and stop focusing on competition between them.
5. Improve and increase available sources of raw material, with special reference to those serving different areas, in order to increase the product quality (such as sheep breeds for wool and mulberry and other projects for silk – serving Saqiet Abou Sha'ara, Akhmim and Naqada).

2.2 AGREE ON COMMON DEFINITION OF “ORGANIC CLUSTER” IN EGYPT (TAKING THE DEFINITION IN THE MAPPING STUDY AS AN INITIAL STEP)

Proposed activities:

1. Open dialogue amongst stakeholders to agree on a common definition of “organic cluster”.
2. Draft the definition as a law to be applied by all stakeholders.

2.3 DISCUSS SUITABLE INSTITUTIONAL SETUP/ MANAGEMENT MECHANISM FOR FUTURE CLUSTER SUPPORT

Proposed activities:

1. Promote national initiative for cluster development in Egypt to be well represented by key stakeholders which are connected with the different clusters.
2. Initiate permanent institutional management setup/governmental body (could be under the ministry of industry, trade and SMEs) concerned with cluster development from different aspects, clusters and their problems, to ensure engagement/participation of key stakeholders and coordinate their efforts, in addition to the importance of enhancing the role of existing bodies.
 - In this respect, the institution “doing the job”, i.e. implementing cluster development initiatives, should be different than the institution “sharing and learning from it”, i.e. monitoring, evaluation and knowledge dissemination. And hence, if stakeholders implement the initiatives, the suggested body should ensure sharing and learning from them.
3. There are different cluster development models to choose from (i.e. value chain, cluster development, and network development). The most appropriate should be chosen in light of the environment in Egypt, or a combination could be tailored from the three models.
4. Construct and regularly update a list of stakeholders to be classified by national, international and regional level, type of activities/ services/ support provided, active to

less active and from general to more specific stakeholders, so each layer will be involved in different discussions or policy levels.

5. Promote significant contribution of private sector in cluster development initiatives through collaborative process involving large companies, teaching and research institutions, individual local and international experts, and NGOs, to cooperate with government at multiple levels.
 - In this respect, the private sector is more efficient in implementing cluster development initiatives, but it is recommended that the government acts as a facilitator as it is better in providing responsible products through ensuring better living conditions and offering better chances to produce and supply;
 - It is also recommended to design programs to guarantee minimum infrastructure, health and living standards for clusters' employees.
6. Improve institutional setup, draft laws and establish a clusters platform that would enhance their enabling environment, especially in light of their high informality, and propose specific economic incentives to attract clusters to the formal sector.

2.4 DISCUSS WAY FORWARD TOWARDS UPGRADING/ UPDATING ORGANIC CLUSTERS MAP OF EGYPT

Proposed activities:

1. Upgrade map from IT perspective to allow for more statistical analysis and upgradable interface.
2. The map is the starting point towards better cluster development in Egypt, and hence it is important to ensure its sustainability through the following:
 - Allow accessibility to all stakeholders in order to update and increase level of data accuracy, through an agreed body, and initiate and maintain data collection sharing platform to be accessed by stakeholders and clusters (to complement the map), as sort of information center/cluster observatory;
 - Similar to other countries, it is recommended that this observatory be an open observatory with the data copyrighted, i.e. copyright to update the data, but not to access and use the data.
 - Make the map accessible publicly for the benefit of cluster development by various stakeholders and researchers;
 - Continuous monitoring and evaluation of clusters and cluster development initiatives.

3. The map should also be accessible as well to value chain members such as suppliers of raw materials, in addition to the consultants and service providers.
4. Continuously review international best practices and cluster observatories in order to be updated with new cluster identification and development means and practices.

It should be noted that the Consultant will keep hosting the map for one month, after which the map will not be accessible to anyone other than the Consultant. It is therefore recommended to speed-up the process of hosting the map from the part of the IT department at SFD.

2.5 DISCUSS WAY FORWARD FOR COLLABORATION TOWARDS FUTURE CLUSTER DEVELOPMENT, AS PART OF NATIONAL INITIATIVE IN EGYPT

Proposed activities;

1. Develop national sustainable cluster development strategy and long-term visionary plan/roadmap for Egypt with collaboration of stakeholders and participation of clusters. This should consist of practical solutions to be implemented on the ground rather than theoretical ones.
 - A suggestion is to work on 3 different levels consisting of the whole comprehensive strategy: Vision → Initiatives → Programmes, and these should be developed and implemented regardless of any government changes;
 - Another suggestion is to have national programs for different sectors and then work through them on clusters within each sector.
2. Coordinate efforts of stakeholders and donor programs to reach all clusters in different governorates in Egypt, rather than focusing on few famous clusters and neglecting others even if they are potential.
 - A possible way to do this is through constructing contribution matrix of all existing and potential stakeholders' initiatives, with funding sources, timing, implementation status and evaluation of results, by cluster, to be renewed every 3 years, in order to enable better planning, monitoring and evaluation, and coordinate/complement efforts;
 - It is suggested that each stakeholder focuses on development objectives related to its mission and field of work (e.g. export, finance, marketing, training,...etc.).

3. Ensure adoption of sustainability measures in all interventions in order to guarantee their long-term effect on clusters. In this respect, adequate exit plans for each intervention should be developed.
4. Enhance knowledge of clusters about different aspects such as local and international demand on their products, advanced production techniques, quality control measures, available competition, pricing...etc., through improved dissemination channels of data and information.
5. Establish/enhance market linkages and accessibility to local and international markets through focused market research, increase and ensure participation in national and international exhibitions, and national initiative for permanent retail outlets.
6. Facilitate access to finance to all SMEs and cluster members.
7. Strengthen cluster infrastructure and facilitate procedures for establishment of new clusters.
8. Develop a national strategy for export support and promotion for different cluster products.
9. Work on defining a governance system in clusters in order to ensure they are well represented to external parties nationally and internationally.
10. Encourage Egypt's participation in the international community of cluster development through conference and sessions, as well as training missions abroad, in order to share knowledge, benefit from the international community, and enter into mutual agreements with them. This would be on two levels; the clusters themselves and the experts/professionals who work with them (i.e. cluster development leaders/agents) to drive the cluster development vehicle, especially the youth.
11. In this respect, cluster development agents in Egypt should be encouraged to learn from other countries, but most importantly, clusters should also learn from each other and a mechanism for knowledge sharing and relations between clusters should be established.
12. Speed-up development and implementation of cluster-related policies for the best interest of cluster development.

- It is recommended to undertake mapping of clusters in parallel with diagnosis of pilot clusters (as actually done by SFD) in order for both processes to complement each other and to learn from our mistakes throughout the development process.

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3 ANNEXES

Annex 1: Conference Agenda



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المبادرة القومية لتنمية التجمعات الإنتاجية في مصر
National Initiative for Cluster Development in Egypt

مؤتمر تبادل الخبرات بين الجهات المعنية بتنمية التجمعات الإنتاجية في مصر
Knowledge Sharing Conference for Cluster Development Stakeholders in Egypt


الثلاثاء ١٠ مايو ٢٠١٦ – فندق ريتز كارلتون النيل، القاهرة
Tuesday May 10th, 2016 – Nile Ritz-Carlton Hotel, Cairo

Time	Topic	الموضوع	الوقت
9:00 – 9:30	Media & Guests Registration	تسجيل الحضور والسادة الإعلاميين	٩:٠٠ – ٩:٣٠
9:30 – 9:35	MC Words	كلمة الترحيب	٩:٣٠ – ٩:٣٥
9:35 – 9:50	Opening Session ▪ SFD Managing Director – Mrs. Soha Soliman ▪ AFDB Resident Representative – Mrs. Lella Mokaddem	الجلسة الافتتاحية ▪ كلمة السيد أسيم عام الصلحوقي الاجتماعي للتنمية – الأستاذة/ مها سليمان ▪ كلمة السيد ممثل بنك التنمية الأفريقي – الأستاذة/ ليلى المقدم	٩:٣٥ – ٩:٥٠
9:50 – 11:05	First Session Importance of Cluster Development & Mapping of Organic Clusters in Egypt ▪ Introducing Organic Clusters in Egypt – Head of Non-Financial Services Sector at SFD, Dr. Raafat Abbas ▪ Introducing the Support to MSMEs in Organic Clusters Project – AFDB Task Manager, Mrs. Gehane El-Sokkary ▪ Introductory Speech – Study Team Leader, Dr. Samir Makary ▪ Documentary on clusters in Egypt ▪ Presentation of study findings “Mapping of Organic Clusters in Upper & Lower Egypt” – Mr. Lamy Makary ▪ Presentation on international best practices in mapping from IT perspective – Dr. Elsayed Hemayed ▪ Demonstration of the organic clusters map of Egypt – Mr. Lamy Makary and Dr. Elsayed Hemayed ▪ Q&As	الجلسة الأولى أهمية تنمية التجمعات الإنتاجية وحصر التجمعات الإنتاجية الطبيعية في مصر ▪ مقدمة عن التجمعات الإنتاجية الطبيعية في مصر – رئيس القطاع المركزي للخدمات غير المالية بالصندوق الاجتماعي للتنمية، د. رافعت عباس ▪ مقدمة عن مشروع “دعم المشروعات الصغيرة والصغيرة والمتوسطة في التجمعات الإنتاجية الطبيعية” – المسئول عن المشروع ببنك التنمية الأفريقي، الأستاذة/ جهانه السوكاري ▪ كلمة افتتاحية – رئيس فريق العمل المنفذ للدراسة، د. سمير مكاري ▪ فيديو مصور عن التجمعات الإنتاجية في مصر ▪ عرض لنتائج دراسة حصر التجمعات الإنتاجية الطبيعية في مصر – أ. لامي مكاري ▪ عرض لأفضل الممارسات الدولية لوضع خرائط التجمعات الإنتاجية من ناحية تكنولوجيا المعلومات – د. السيد حميد ▪ عرض لخريطة التجمعات الإنتاجية في مصر – أ. لامي مكاري ود. السيد حميد ▪ أسئلة وأجوبة	٩:٥٠ – ١١:٠٥
11:05 – 11:35	Coffee Break	استراحة	١١:٠٥ – ١١:٣٥
11:35 – 12:35	Second Session International Best Practices & Recommendations ▪ Presentation of study findings “International Best Practices in Organic Clusters Development in Countries Similar to Egypt and Identification of Best Practices that Could Be Applied Within The Egyptian Context” – Mr. Mukesh Gulati ▪ Workshop policy recommendations – Dr. Samir Makary ▪ Q&As	الجلسة الثانية أفضل الممارسات الدولية والتوصيات ▪ عرض لنتائج دراسة أفضل الممارسات الدولية لتنمية التجمعات الإنتاجية الطبيعية في دول مشابهة لمصر وتطبيق أفضل الممارسات التي يمكن تطبيقها في مصر – أ. موكيش جولاتي ▪ توصيات ورشة العمل – د. سمير مكاري ▪ أسئلة وأجوبة	١١:٣٥ – ١٢:٣٥
12:35 – 1:05	Coffee Break	استراحة	١٢:٣٥ – ١:٠٥
1:05 – 1:45	Third Session Handmade Carpet Clusters in Egypt ▪ Presentation of “Diagnostic Study and Action Plan for Hand-made Carpet Clusters” – Mrs. Akila Refaat ▪ Q&As	الجلسة الثالثة تجمعات السجاد اليدوي في مصر ▪ عرض لنتائج الدراسة التقييمية لتجمعات السجاد اليدوي في مصر – أ. أكيلة رفعت ▪ أسئلة وأجوبة	١:٠٥ – ١:٤٥
1:45 – 2:15	Closing Session Wrap-up ▪ Wrap-up/ summary – Dr. Samir Makary	الجلسة الختامية الملخص ▪ ملخص – د. سمير مكاري	١:٤٥ – ٢:١٥
2:15 – 3:15	Lunch	غداء	٢:١٥ – ٣:١٥


Consultant and Conference Organizer:

الإستشاري ومنظم المؤتمر:


Annex 2: Registration Sheet



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Total 38

م	الاسم Name	الشركة Company	محمول Mobile	البريد الالكتروني E-Mail	التوقيع Signature
1	Dr. Samir Makary	HLB Makary			
2	Sherine Zaklame	Rada Research	0122-2101135	Sherine.zaklame@rada.com.eg	
3	RAAFAT ABBA S				
4	Rafat Gorge				
5	Samira El-Sayed	قطاع الأخبار	01003133009		Rafat Gorge
6	Reem Elsherbini	ILO	01223654394	Samir238@hotmail.com	
7	Mustafa Abdel	mubasher	01280081996	elsherbini@ilo.org	Reem Elsherbini
8	Randa Solima	SFD	0100855512	m-ad88@hotmail.com	
9	Susan Abdel Kassoul	SFD	01001463833	Randa.Solima@sfd.egypt.org	Randa Solima
			01223143959333	susan.abdelkassoul@sfd.egypt.org	Susan Abdel Kassoul



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10					
11	Esmeralda Ahmed Zoghbi	Radio - Cairo	01067681889	esmeraldaahmed@yohar.com	
12	Mareg Ishaq	newspaper Egyptian T.V	01122050288	MAREEZ8@lotuslink.com	
13	Ahmed Yacoub	Youn7.com	01114070012	a.yacoub30@gmail.com	
14	Sahar elbattly	SFD	01001688863	SaharElbattly1974@gmail.com	
15	Manal El-Samadey	USAID	0111105234	melsamadey@USAID.gov	
16	Marwa Abd EL Tawab	SFD	01006063058	marwa@afdegypt.org	
17	Ghada Naw El Din	SFD	01005228847	g.m.naw@yohar.com	
18	Aziza Abouzeid	SFD	01270060363	azeid@sfd.egypt.org	
19	Salah Maged		01006063180		
20	Shaimaa Frieg	SFD	01006063238		
	Marwa Talaat	TDC	01001490217		



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21	Waleed Hani	Insight Cad.	01227070008	Waleedhany@hotmail.com	
22	Waleed Hani	Insight Cad.	01157755885	Waleedhany@hotmail.com	
23	Mandi Mourad	Multilingua	01110017796	Yab. ee 11@yab. ee	
24	Mohamed Abdelmalek	SFD	01009595300		
25	Kareem Magdy	SFD	01010409482		
26	Aliaa El Sharaf	SFD	0128726664	asharif@sfdegypt.org	
27	Shahira El Rife	multimedia			
28	Rania Habib	GO Global	01001616452	rania@global-international	
29	Tamer Helmy Mohamed	SFD	01927901411	Tamer_helmy@sfdegypt.org	
30	Reda Hamed Abd-ELRah	A.O.I	01121052280	Reda-Hamed@redal.com	
31	Dina Abbao	EBRD	01001214666	Abbao@ebrd.com	



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32	Elsayed Hemayed	Cairo University	0111206248	hemayed@ieee.org	
33	Hatem Kandel	SFD	01003470095		
34	Sally ElKholy	FET	01021444550	sallyelkholy@kphooon.com	C. El
35	shaimaa moustafa	AWIB/Chisum	0185745779	shaimaamoustafa25@hotmail.com	
36	Elsayed/shokry	Elkholy	01000669162	elsayedshokry2@gmail.com	
37	Radwa Khater	UNIDO - CCI	0100437382	r.khater@unido.org	Radwa Khater
38	Alaa Fahmy	UNIDO	01002397575	a.fahmy@unido.org	afah
39					
40					
41					
42					



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م	الاسم	الشركة	محمول	البريد الالكتروني	التوقيع
S	Name	Company	Mobile	E-Mail	Signature
1	جون عزيز	Makary	01225261057	jaziz@makaryconsulting.com	
2	Ehab Mohamed		01006192772	eghafer@sfdegypt	Ehab
3	Ayman Rabee		3332225	ayman_rabee@sfdegypt.org	Ayman
4	HATEM SALEM	SFD	01006681054		H/S
5	Aminat Soliman	SFD	01010515011	ashatehy@sfdegypt.org	Aminat
6	Elvina Guindi	TURATH	01222324763	vquindi@egyptianlineth	Elvina
7		SFD	01000000000	homet@sfd	
8	Ahmed Wahid	ENCPC	01026167486	ahmedwahid@gmail.com	Ahmed
9	Amyad El-Kady	FAITC	01022330000	amyadelkady77@yahoo.com	Amyad



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10	م. م. م. م.	م. م. م. م.	01006088345	Ashraf Hatuta	Ashraf
11	م. م. م. م.	S.T.d	01066399408	HOSSAM ABDEL MONEEM	HOSSAM
12	م. م. م. م.	م. م. م. م.	01000000000	HM Khaled Elmaghrabi	Khaled
13	م. م. م. م.	م. م. م. م.	01000000000	ahmed-Elhossieny.62@Mta.com	ahmed
14	م. م. م. م.	م. م. م. م.	0100/003095	akhtarifat@gmail.com	akhtarifat
15	م. م. م. م.	م. م. م. م.	01200016615	meoussaa@ebord.com	meoussaa
16	م. م. م. م.	SFD	01222105021		
17	م. م. م. م.	USAID	01222176366	alotfi@usaid.gov	alotfi
18	م. م. م. م.	SFD	01222176366	Stehala@SFD	Stehala
19	م. م. م. م.	SFD			
20	Inana Helmy	UNDP	01223562672		



AFRICAN DEVELOPMENT BANK GROUP		TRANSITION FUND	
21	أساسية / 20	SFD	01924376666
22	فريق	SFD	01110333707
23			
24	مكتب العمل مكتب	SFD	01006063120
25	إدارة	SFD	01006063221
26	مكتب	SFD	01223428886
27			
28	olivier de Trogoff	Positive Planet pt sitive planet	01025005355 01025005359
29	Flammarion Africa	EBRD	01005050905
30	Ahmed Rizk	ZMC	0127202005
31	مكتب	01022368080	



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شبكة التمويل
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32	Tamer elghamry	SFD	0122378910	tghamry@sfdegypt.org	
33	Ahmed Fadel	SFD	01062893895	Micro-Finance	FAA
34	Ahmed El Dessoky	AI mal	01146234546	Romy C@tahoo.com	
35	Basmah Osman	FEI	0100570111	osman.basmah@gmail.com	
36	ANTONIO CASTRO	PARTICIP		ANTONIOCASTRO@PARTICIP.EM	
37	Mohamed Abdel Fattah	FAH	0122111111		
38	Kareem Abdulkarim	Dean ch	01006656656		
39	Ahmed Elgendy	SFD	01222142139	agendy@sfdegypt.org	
40	Ahmed El Batran		01009741278	Ahmed.elbatran@egyptian.com	
41	Mahmoud Abdelwahab	alektesul.wahab@ell-	01225234708	Mabdelwahab122@gmail.com	
42	Engy Amin	UN Women	01223935898	engy.amin@unwomen.org	



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43	Moukhan Amin Abd EL Mohsen	Industrial GUNGL Box technology innovation	01099661241	moukhan.singer@gmail .com	Moukhan
44	Amany Youssef	Social Fund Development	0122 2193639	amany.youssef@sfdegypt.org	
45	Sara Shalabi	Dream channel	0110852221	asara182.1@gmail.com	
46	Emanoreif	igiml	1554495	emanoreif@yahoo.com	
47	ahmed khalid	tell2m co	11544977	ahmed.khalid@tell2m.com	
48	Salah Khalid	IMC	01275295529	SalahKhalid	
49					
50					
51					
52					
53					



Total \$39

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الاسم	الشركة	محمول	البريد الإلكتروني	التوقيع
Name	Company	Mobile	E-Mail	Signature
1 Mohamed AlKaryes	ABA	01222744013	mohamed_alKaryes@yahoo.com	
2 Heba Handoussa	الهيئة العامة للغذاء والدواء	01222184684	heba.handoussa@gmail.com	
3 Mohamed AlKaryes	الهيئة العامة للغذاء والدواء	01006614231		M AlKaryes
4 Mohamed Abdel Fattah	الهيئة العامة للغذاء والدواء	0100130550		
5 Mamad Omar	الهيئة العامة للغذاء والدواء	01281011931	mamadPress@hotmail.com	
6 Yasser Kandil	الهيئة العامة للغذاء والدواء	01003214441	Yasser.Kandil@sezone.gov.eg	
7 Yasser Helmy	Social Fund	01222154460	yhelmy@sfdegypt.org	
8 Mahamed Sultan	الهيئة العامة للغذاء والدواء	01006067253	msultan@sfdegypt.org	
9		01279888379		



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Synopsis

10	Hay Emad Aldin	01005259855	Social Fund		
11	Mahmoud Abdel Halim	01001841133	Social Fund		
12	Mukesh Gulati	+ 91 986824 540	MSME	Mukeshwansingh Foundation	
13	Mohamed Alia B	01000712111	S. by		
14	Mohamed Mohamed Elmaghrabi	01441020917	CAPMAS.		
15	Hanna Abdel Hady Abdel	01223320881	CAPMAS		Maha
16	Hawaida El Hawary	0273322088	Social Fund		Hanna
17	Nashwa Belal	0227356123	ILO		
18					
19	Mahmoud A. Mohamed	SFD		MRhim SFD.COM	
20	Mahmoud Hady	SFD			
	W. Hady	W. Hady			



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Signature

21	Wael Rachwan	Textile development Center MTI	01007421822	Wael Rachwan	
22	محمد جرجس		0107050014	محمد جرجس	
23	علي العنزي	العنزي	0100410000	علي العنزي	
24	علي العنزي	علي العنزي	0100410000	علي العنزي	
25	علي العنزي	علي العنزي	0100410000	علي العنزي	
26	Mariam Abdelrazek	RF	0100410000	Mariam Abdelrazek	
27	Mahmoud Soliman	RF	0100410000	Mahmoud Soliman	
28	علي العنزي	علي العنزي	0100410000	علي العنزي	
29	علي العنزي	علي العنزي	0100410000	علي العنزي	
30	Mari Abdel Rahman	UNDP	0100410000	Mari Abdel Rahman	
31	محمد جرجس	SFD	0100410000	محمد جرجس	



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م S	الاسم Name	الشركة Company	محمول Mobile	البريد الإلكتروني E-Mail	التوقيع Signature
1	كارم طارق (م.س.د)	المستشارية	0109700000		
2	ناجيا عبد الصالح مازنوسا	المستشارية	0101445766	nanous@sfdegypt.org	
3					
4	مناس إبراهيم	Social Fund	01092122000		
5			01027960007		
6	ياسمين الشربينج	UNIDO	01000100001	mostafakhaled20027@yahoo.com	
7	محمد عبد الحليم	مستشارية	01222826251	ysher82@gmail.com	
8	هشام باستا	IHC	01142993399	Moh. Elgood@hotmail.com	
9				hbasta@ihc-egypt.org	



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Total 29







م	الاسم	الشركة	محمول	البريد الإلكتروني	التوقيع
S	Name	Company	Mobile	E-Mail	Signature
1	Tarek Nabil Sabbour	S.F.D	01001166624	sabbour@hotmail.com	
2	Ali Zein Ehdren Kuser	Food and Agro industries technology Centre	01285803485	aly_kuser@yahoo.com	
3	Amr Elwy	SFD	01068418416	amr_elwy@sfdegypt.org	
4	Ezzat Diaa el din	SFD	0106002625	edina@sfdegypt.org	
5	Mohamed El Sedek	ALANKAM	01117494949	sadeek70@hotmail.com	
6	Saly Seada	SFD	01006063211	Seada@sfdegypt.org	
7	Dalia Nazih	SFD	01006063043	dnazih@sfdegypt.org	
8	Adel Elmagah		01001569000	amagah.adel@gmail.com	
9				ARK.AZMY@gmail.com	

					
Name		Company	Phone Number	email	Signature
10	ARMY HABATA	القيادة العامة للقوات المسلحة القوة الجوية	01007864666	ARM.AZMY@amil.com	
11	Sherine Assem	EXPOLINK مركز البحوث والدراسات السياسية	0122 2141061	sassem@expolink.org	
12	Fouad Thabet	Port Said Assesment	0109175086	Fthabet@Fedarmist	FouadTha
13	Heew KIM	UNDP Programme Specialist	010 2582 4499	heewoong.kim@undp.org	
14	Turkelguzen	TELECOMSFD-ORF	01222906799		
15	Heba Mounir	Social Fund for Development	01122221125	heba.mounir@sfdegypt.org	Heba
16					
17	Katia Halah	UNIDO		katia.halah@posteo.eu	
18	هشام عبد الحاميد	مركز البحوث والدراسات السياسية	0112299502	hc_elgohack@yahoo.com	
19	سمر راديم	مركز البحوث والدراسات السياسية	01005405687	samer_raddim@sfdegypt.org	
20	Ayman Shehata	PwC	01005083333	ayman.shehata@eg.pwc.com	Ayman



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21	Abd al hamid tantawy	SFD	0122296146	atantawy@sfdegypt.org	
22	May Shams El-Din	SFD	01005269778	mays@sfdegypt.org	May Shams
23	Tarek Shesh	SFD	01006063013	tarek_shesh@sfdegypt.org	
24	A33a shalaky	SFD	01001992967	a33.a.shalaky@sfdegypt.org	
25	Aur Tokali	SFD	01111119296	atokali@sfdclients.org	
26	Hisham El Gazzar	Yadawee	01006688860	gazzar@yadawee.com	
27	EppELDi Hader	SFD	01005002510	ehader@sfdegypt.org	
28	Newine Badr	SFD	0100171522	nbadr@sfdegypt.org	
29	Walied Sliem	SFD	01006063133	wassem@sfdegypt.org	Walied
30					
31					

Annex 3: Selected Photos from the Conference







Market, Financial and Economic Consultants

25 El Obour Buildings - Salah Salem St.,
Level 10 App.4 & Level 14 App.4
Cairo - Egypt

T: +2(02)24 0343 63, 24 0457 89, 0100 34966 71

F: Ext.: 103

E: info@makaryconsulting.com

W: www.makaryconsulting.com

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